

The Department of Defense Initiative

*Developing 21st Century
Senior Executive Service Leaders*





Today's Discussion

- Objectives
- Purpose
- Leading Indicators
- What We Learned
- The Way Forward
- Next Steps



Objectives

- Understand the Imperative for Change
- Be Informed of Other Executive Management Features
- Understand the initiative, "Developing 21st Century SES Leaders"
- Engage as Consultants for the Development of the Executive Management Framework
- Champion the Change

"The United States maintains its superiority by recognizing that this prized workforce must constantly evolve."

Quadrennial Defense Review Human Capital Strategy, 2006



Purpose

- Deputy Secretary of Defense is the sponsor the DoD Initiative to "Develop 21st Century Leaders"
- The purpose of the Initiative is to:
 - Improve the deliberate development and management of the career lifecycle of all senior executives, including the leadership talent pipeline
 - Base on 21st Century Competencies
 - Identify gaps – close gaps
- Ensure the development of succession plans for leaders
- Ensure enterprise-wide perspectives and knowledge of joint matters across the leadership spectrum



The Imperative for Change - Environment

Indicators

- September 11, 2001
- Global War on Terror
- Multiple, Asymmetric Threats
- Humanitarian Necessities
- Global and Domestic Disasters
- Global Partnership
- Public Accountability

Effects

- Uncertainty and Surprise
- Wartime Sense of Urgency
- Multiple Complex Challenges
- Tailored Solutions
- Rapid Adaptive Planning
- Integrated Approaches
- Enterprise-Wide Perspective
- Building Partnerships
- Shaping Choices



The Imperative for Change - Demographics

Indicators

- **Many Retirement Eligible**
 - DoD - More than 30% today
 - Federal - More than 40% by 2010
 - DoD - Nearly 60% by 2010
 - Most retire within 4-6 years of eligibility
 - Many SES starting second career
- **Lack of Diversity**
 - 20% are women; 8% are minority
 - Minority population increases
 - Pipeline relatively represented
 - Multi-lingual/multi-cultural
 - Perspectives and experiences

Effects

- **Retirement Wave**
 - Gaps in leadership
 - Gaps in knowledge and talent
 - Potential for shorter careers
 - Younger, portable workforce with different expectations
- **Lack of Diversity**
 - Leadership does not reflect America – the nation we serve
 - Solutions limited by perspective
 - Challenges coalition/interagency interactions



The Imperative for Change - Benchmarks

Indicators

Effects

● SecDef and DepSecDef Direction and Personal Engagement	● Develop 21st Century SES Leaders
● Department of Defense – QDR 2001 and 2006	● Transform for agility and innovation equal to U.S. military
● Defense Science Board 2002	● Shift from ad hoc to systemic management and development
● Defense Business Board 2002 and 2006	● Adopt a systematic management and development model
● Beyond Goldwater Nichols – Phase 2 (CSIS 2004)	● Establish a Defense Professionals Corps
● Congress – 2004-2006	● Report on efforts to improve jointness; review executive leadership requirements
● DoD SES Leaders – 2006	● Desired engagement in creation of management framework



What We Learned – Best Practices

SES

- Largely local resources
- Executive driven development
- Executive initiated utilization
- “Fend for yourself” system
- Rare development opportunities
- Typically selected for functional skills
- Positions posited to be equal
- Rotation Pattern Varies - Some to frequent

GFO and Top Execs in Private Sector

- Largely Corporate resources
- Institution and top management driven development
- Top management initiated utilization
- Executives develop others
- Many systematic development opportunities
- Selected for executive management skills
- Stratify executives and identify top cadre for strongest institutional management
- Frequent position rotation



What We Learned Expectations of DoD 21st Century Leaders

New Times

- Asymmetric threats
- Expanded mission requirements
- Increased reliance on national security partners
- New definition of "joint"
- Increased loss of "intellectual capital"

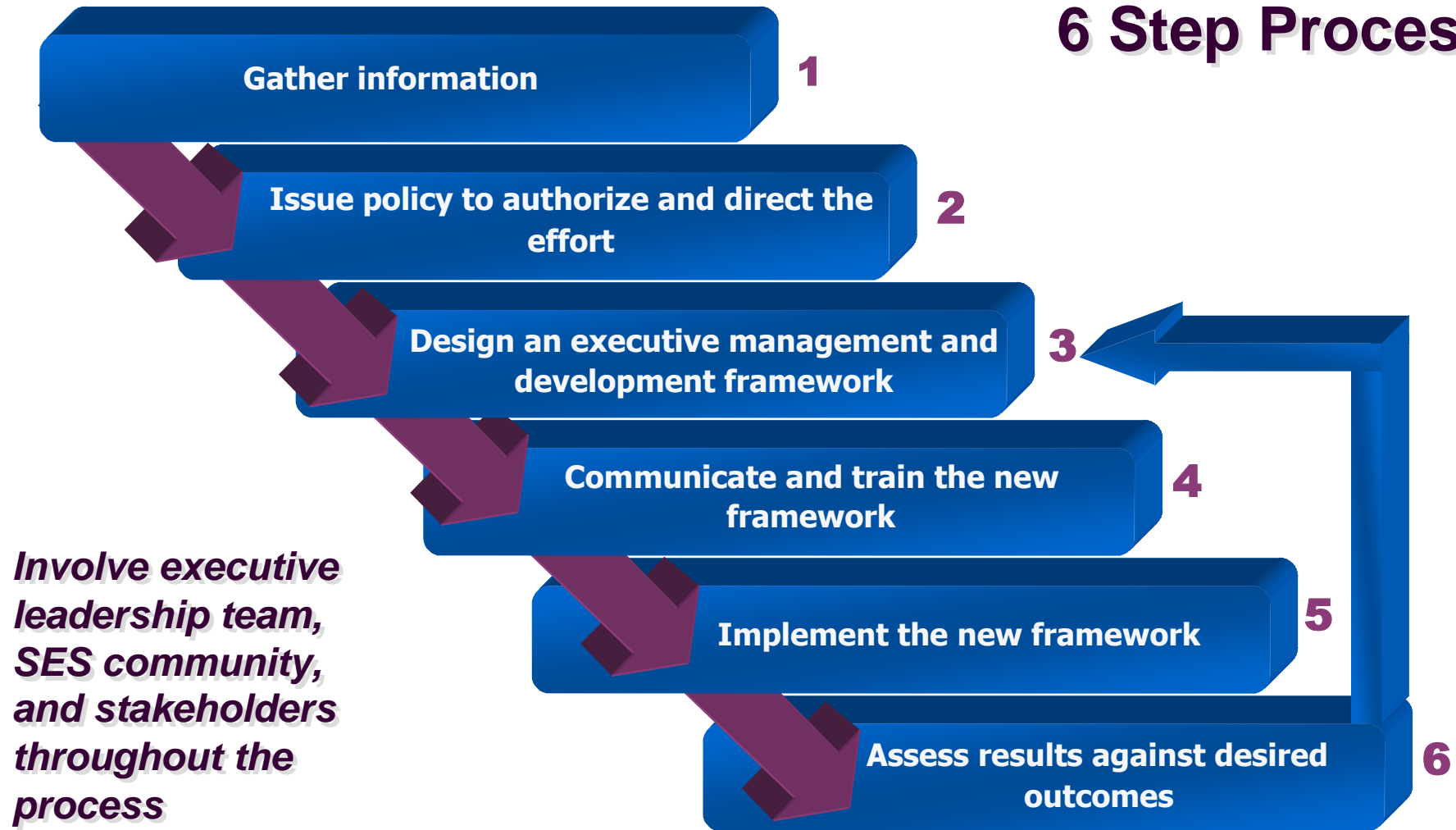
New Skills

- Adaptive and proven leadership for transformational times; creativity and innovation
- Varied experiences to understand interplay of operations and policy; diversity in person and skills
- Enterprise-spanning perspectives that aligns local organizations to the DoD mission
- Understanding and leadership in a multi-service, interagency, multi-national, and global environment
- Speed, agility, and precision of action for effective warfighting capabilities



The Way Forward

6 Step Process



Developing 21st Century Senior Executive Service Leaders



The Way Forward- What Have We Done?

Step 1 Gather Information

- Formed a SES level working group
- Conducted an environmental scan
- Benchmarked Private Industry
- Sought SES feedback at May 2006 conference
- Developed pilot program in the Combatant Commands to test some features

Step 2 Issue Policy to Authorize and Direct the Effort

- Drafted Guiding Principles
- Drafted DoD Directive for comment
- Socialize with SES

Step 3 Design an Executive Management and Development Framework

- Drafted Concept Paper



The Way Forward- What We Want to Achieve

Create a system that will develop, grow, and sustain executives who are:

- Respected, valued and an integral part of DoD's executive leadership team
- A global, diverse team (in person and skills) working across the Department and Federal Government
- Exerting influence and supporting the most substantive national security matters
- Offering diverse perspectives through a portfolio of development experiences
- Continuing their professional and personal learning throughout their career
- Prepared for a broader range of leadership or for specialized technical leadership
- Mining talent and developing others to ensure a smooth transition executive leadership

"Success depends on each and every one of us. It is the combination of talents. When combined, we form a mosaic of excellence."



The Way Forward

Draft – Guiding Principles

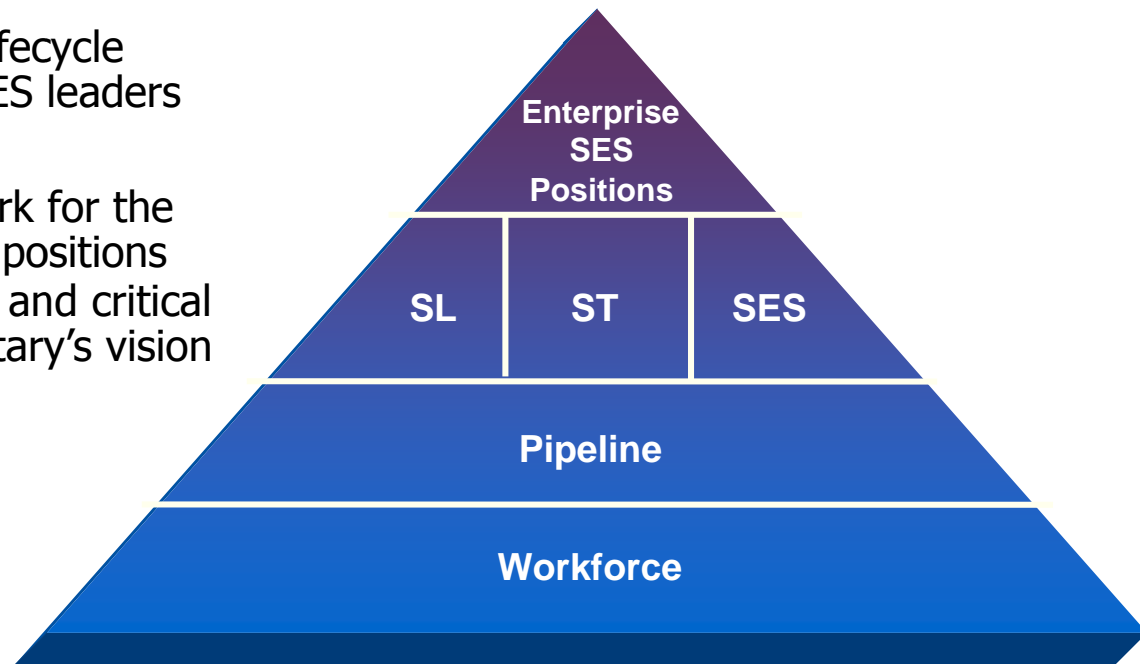
- Appreciate, value individual needs, engage, and respect our SES
- Value talent, workforce diversity, performance, leadership, and commitment to public service
- Fully integrate SES leaders as a “Total Force” partner in the execution of DoD’s mission
- Manage and develop leaders across the Department with a flexible, executable, transparent, and credible framework
- Recognize Component mission requirements in managing executive talent across DoD
- Transition the management of SES leadership careers from an ad hoc to a deliberate corporate process
- Encourage, recognize, and reward SES who are the best corporate citizens and role models
- Value a portfolio of experiences that builds perspective and expertise to exert influence and make decisions crossing disciplines and diverse environments
- Ensure deliberate and early development of a leadership pipeline that meets OPM and DoD executive core competencies



The Way Forward

Draft DoD Directive - Key Concepts

- Create framework for the lifecycle management for all DoD SES leaders
- Create a separate framework for the management of select SES positions considered to be influential and critical to accomplishing the Secretary's vision and strategic priorities





The Way Forward

Draft DoD Directive – Key Concepts

DoD will Issue Policy To:

- Create an executive management framework to manage the career lifecycle*
- Develop succession plans aligned with DoD and Component mission requirements considering competencies and skill gaps
- Provide a roadmap for development that includes a portfolio of experiences aligned with mission requirements
- Create institutional support structure (incentives, HR flexibilities)
- Determine and sustain a talented pipeline
- Determine positions have significant enterprise-wide scope

All SES Leaders will be:

- A vital part of the DoD integrated executive leadership team
- Drawn from the best of America's diverse population - balance of internal and external sources
- Have a portfolio of diverse experiences to broaden and shape perspectives
 - Enterprise-wide perspectives and competency in "joint matters"
 - Cross-functional
- Deliberately managed within the lifecycle

* Recruitment, assignment, selection, development, utilization, performance, sustainment, and separation



Draft DoD Directive – Key Concepts

Enterprise SES Leaders – Expanded Requirement

DoD Will Establish Policy To:

- Establish Senior Advisory Panel (Multi-Component), Career SES and GFOs
- The Senior Advisory Panel will advise the DepSecDef in the following areas:
 - Develop succession plan and roadmap for continued professional development
 - Assess leadership talent
 - Determine recruitment strategies for vacant positions
 - Serve on rating and interview panels
 - Recommend candidates for selection and career assignments
 - Determine positions that are considered as enterprise assets



SES Enterprise Positions

Enterprise SES Leaders Will:

- Have a portfolio of diverse experiences to provide expert level perspectives and understanding of national security matters
 - Enterprise-wide perspectives and competency in “joint matters”
 - Cross-functional knowledge and experiences
 - Deeper understanding/operational savvy of implications of national security issues on position responsibilities
- Be deliberately managed within the lifecycle with DoD (Enterprise) involvement
 - Multi-Component evaluation and selection panels
 - DoD validation of selection



Get Engaged – Stay Connected

Visit SES website
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Upcoming Events

Peer Leadership	Organizational Leadership
SES working group briefings August - Ongoing	Briefing from SES working group members August - Ongoing
Regional town hall meetings September 2006 – January 2007	Brief DepSecDef – Monthly M&RAs – August 14 - Ongoing DHRB – August 24 - Ongoing
SES conference – Part 2 November 2006	Brief DepOps Dep Tank/OpsDep Chairman Tank TBD
Letter from Deputy Secretary of Defense– To SES September 2006	Personal letters to Service Chiefs, CoCOMs, 4th Estate September 2006
SES Working Group Member Link October 2006 - November 2006	Meet with Under Secretaries August 2006
Engage SES community involvement Ongoing	Engage executive leadership involvement Ongoing

<http://www.cpmis.osd.mil/sespm/initiative.html>

Note: Dates are subject to change



The Way Forward

Next Steps

- Conducting pilot in CoCOMs with new SES positions to test some ideas (Recruitment and Selection)
(Ongoing)
- Publish DoD Directive
(August-October)
- Begin designing the Executive Management Framework
(August-September)
- Continue to socialize concepts